



# RAGE

**Realising and Applied Gaming Eco-system**

**Research and Innovation Action**

## **D10.1 –Quality Assurance Handbook**

**RAGE –WP10-D10.1**

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## Executive Summary

The purpose of this Quality Assurance Handbook (QAH) is to present and describe quality standards and procedures to be applied in the internal management and execution of the Research and Innovation Action 644187 RAGE (Realising and Applied Gaming Eco-system).

This document is based on the terms and conditions established in the Grant Agreement (n° 644187) signed by the European Commission and the project coordinator, and its Annexes as well as the RAGE Consortium Agreement specifications and requirements

The main objective of this QAH is setting up an *ad hoc* set of procedures by which all aspects of the project are managed and measured. Some of the items are strategically important in nature, while others answer to day-to-day complications that could arise during the project's timeframe. In all cases, however, the use of guidelines can ensure better collaboration among the consortium members, individuals and groups. It can also ensure that the entire consortium is responsible for and engaged in the work that is produced by the project.

The Quality Assurance Handbook is a deliverable which is primarily intended to be used by the project management team and work package leaders, as well as those people who are directly responsible for producing deliverables, to ensure quality assurance of project processes and outputs and avoid eventual deviations from the project workplan as described in Annex 1 Description of Action.

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# 1 INTRODUCTION

## 1.1 *Purpose and basis*

The purpose of this Quality Assurance Handbook is to present and describe the internal management procedures for the execution of the Research and Innovation Action 644187 RAGE (*Realising and Applied Gaming Eco-system*).

This QA Handbook is designed to be used in conjunction with the following contractual documents:

- The EC Grant Agreement including its Annexes and specially Annex 1 “Description of Action”.
- RAGE Consortium Agreement.

## 1.2 *Maintenance and distribution*

This QAH is issued at the end of Month 3 and will be updated as deemed necessary. The project coordinator is responsible for its maintenance and distribution and he will keep it updated on the RAGE web site. Information concerning updates will be duly sent to all partners.

## 1.3 *Glossary*

DoA – Description of the Action – Annex I of the Grant Agreement

GA – Grant Agreement

EC – European Commission

CA – Consortium Agreement

EMB – Executive Management Board

SMB – Strategic Management Board

WP - Workpackage

## 2 PROJECT DEVELOPMENT

### 2.1 Overview of the project

The overall aim of the RAGE project is to develop, transform and enrich advanced technologies from the leisure games industry into self-contained gaming assets (i.e. solutions showing economic value potential) that support game studios at developing applied games, and make these assets available along with a large volume of high quality knowledge resources through a self-sustainable Ecosystem, which is a social space that connects research, gaming industries, intermediaries, education providers, policy makers and end-users.

Achievement of our overall objective is supported by the materialisation of the following specific project objectives and outcomes:

- Creation a user-friendly assets repository system that allows for downloading as well as uploading of applied gaming assets.
- The RAGE Ecosystem that will be created around the assets repository, becoming the single entry point for the applied gaming community.
- Stakeholder involvement: amplifying harmonisation and shortening the innovation cycle.
- Validation on our approach in real-world settings.
- Sustained impact

### 2.2 Workpackages execution procedure

The purpose of this WP execution procedure is to ensure that activities within WPs are adequately planned, executed and reviewed. Planning, verification and validation requirements are referred to individual WP and deliverables.

A WP Workplan is prepared by the WP leader and uploaded on the project collaboration platform.

The WP Workplan contains:

- a GANTT chart covering the entire duration of the WP, including tasks, milestones and deliverables as stated in DoA.
- A more detailed set of check points output oriented or to be updated quarterly/half yearly as well as all these questions, issues, outputs, team composition, responsibilities (who will do what), and a meeting schedule for each WP.

Responsibility for each task – with names associated to individual activities - and timeline for execution shall be defined in the chart. Names are also reflected on the project website by associating names to individual tasks.

Milestones are defined as events that mark the end of a clearly defined phase of the work. There must be no room for doubt about whether the milestone has been passed or not and it must be controllable by the WP leader.

Deliverables are identified according to the approved deliverable list.

The WP Workplan will be updated by WP Leaders as necessary, based on results of the Project Reviews, and half yearly as a minimum. Annual update will include details for deliverables due in the following year if not already published.

The consortium will do its utmost to identify problems as early as possible and notify the Project Co-ordinator and the Executive Management Board so that necessary steps can be taken to minimize negative effects.

### 2.2.1 Workpackages and milestones

The following table presents RAGE project WPs and progress check points/milestones. It also presents actual (calendar) starting and ending dates of the WPs and planned completion dates of milestones.

#### Workpackages list

WP	WP title	Lead beneficiary	Person-months	Start month <sup>1</sup>	End month <sup>2</sup>
1	Methodological alignment	1 - OUNL	129	Feb15	Jan19
2	User data analytics	2 - UCM	156	May15	Mar18
3	Strategic and Social Agency	3 - INESC ID	183	Mar15	Jan18
4	Applied Game Development	4 - PLAYGEN	113	Mar15	Dec18
5	Case experiments	5 - OKKAM	64	April15	Dec18
6	Ecosystem Development	6 - FTK	104	Feb15	Jan19
7	Business Modelling	7 - UOB	80	Mar15	May18
8	Validation	8 - TUGRAZ	96	April15	Dec18
9	Impact and Dissemination	9 - INMARK	122	Feb15	Jan19
10	Project Management	1 - OUNL	42	Feb15	Jan19

<sup>1</sup> Start Month is defined as the first day of the month and End Month as the latest day of the month.

**Milestones list**

Milestone	Name	WP	Month	Date
1	First version asset metamodel and infrastructure available	WP1	8	Sept15
2	Application scenario outlines	WP5	12	Jan16
3	First prototypes of server side and client side components for user data analytics	WP2	14	March16
4	Stakeholder and market analysis	WP7	16	May16
5	First bundle of strategic and social agency asset prototypes	WP3	16	May16
6	First version Ecosystem technical infrastructure	WP6	20	Sep16
7	First version authoring widgets	WP1	21	Oct16
8	First version pilot validation instruments	WP8	22	Nov16
9	First version applied games	WP4	23	Dec16
10	First set of business models and support	WP7	24	Jan17
11	First round application scenario pilots	WP5	30	Jul17
12	Final bundle of server-side and client side components	WP2	31	Aug17
13	Full set of strategic social agency and storytelling assets	WP3	32	Sep17
14	Second version authoring widgets	WP1	33	Oct17
15	Market place implementation and launch	WP6	36	Jan18
16	Second version pilot validation instruments	WP8	37	Feb18
17	Second version applied games	WP4	39	April18
18	RAGE Exploitation plan	WP9	42	Jul18
19	Second round application scenario pilots	WP5	45	Oct18
20	RAGE assets based business cases	WP7	46	Nov18
21	Ecosystem with repository, assets, resources, asset tools, matching services and communities	WP6	47	Dec18
22	RAGE Launch plan	WP9	48	Jan19

**2.3 Document management: Deliverables**

The purpose of this procedure is to ensure that all technical documents (deliverables) are controlled effectively. Each partner responsible for producing project deliverables will keep all document versions and facilitate internal verification and quality control if required.

Technical documentation produced by the partners shall be in accordance with these rules. Such documentation shall be dated, verified and approved. It shall be unambiguously identified in accordance with the identification system of RAGE explained below.

**2.3.1 Deliverable Format Style**

In order to ensure that all RAGE documents will have a consistent quality, the following specifications will be applied to edit reports and deliverables:



- General style. The paragraphs will be written using Arial font, automatic colour (black) 10 points size and single line spacing through the document. All text should be kept “justified” leaving one blank line space among paragraphs. The margins must be 2,5 top and bottom and 2.5 left and right. The pages must be numbered like: “page number” / “total of pages”. The RAGE logo must be used in the top right corner and it’s optional keeping the deliverable name on the left bottom corner.
- An Executive Summary must be included in the document using the same format that in general style but the number of the pages must be in roman numbers (i, ii, iii, iv...)
- Sections. The document will be divided in sections (e.g. introduction, methodology, results, technical descriptions, conclusions, etc.). Sections will be consecutively numbered.
- Headings and subheadings. Heading titles will be numbered consecutively in accordance with section in which the document is divided. The format for the headings are the following:
  - **TITLE LEVEL 1:** font “Arial” size 16 in capital letter and bold and upper case, 6 pt space before, 0 pt space after.
  - **Title Level 2:** font “Arial” size 14 in bold using lower case letters starting with capital letters, 6 pt space before, 0 pt space after.
  - **Title Level 3:** font “Arial” size 12 in bold and italics using lower case letters starting with capital letters, 6 pt space before, 0 pt space after.
  - **Title Level 4:** font “Arial” size 11 italics (but no bold) using lower case letters starting with capital letters, 6 pt space before, 0 pt space after.
  - **Title Level 5:** font “Arial” size 11, regular (no bold either italics) and using lower case letters starting with capital letters, 6 pt space before, 0 pt space after.
- The tables and figures must be centred in the page, written in “Arial” size 9, regular (no bold and no italics) and using lower case letters starting with capital letters, 6 pt space before, 0 pt space after. The way they will be named is: “Figure 1: title of figure”
- Footnotes. They will be consecutively numbered and written using the “Aria” font, 8 points size and single line spacing through each footnote. All text should be kept “justified” leaving “no” line space among footnotes.
- Bibliography and References. They will be edited using the general style format.
- Language. All contractual documents shall be written in English language.
- All partners will use Microsoft Office for the production of all RAGE contractual documents

Template is included as Annex 1

### **2.3.2 Deliverable Identifier**

Each deliverable must be referenced by a unique document identifier to ensure effective version control.

The nomenclature is defined as:

e.g.: RAGE-WP2-D2.3

This form of name corresponds to the file name.

- Project name
- WP number
- Deliverable number

### 2.3.3 Structure of documents

- Front page (Template in Annex 2). All Deliverables and Reports generated in the project will have a front page with the following information:
  - Logos: RAGE logo (upper in the centre) as well as H2020 logo (down left hand side) and European Union (down right hand side).
  - Project title: **Realising and Applied Gaming Eco-system**
  - Type of action: Research and Innovation Action
  - Grant Agreement n° **644187**
  - Deliverable name:
  - Deliverable Reference number:
  - Project number:
  - Due date (due date of deliverable as in DoA)
  - Actual Date (actual submission date):
  - Document Author(s) (organisation name of lead contractor for the deliverable):
  - Version of the document<sup>2</sup>:
  - Dissemination level:
  - Status:
  - Document approved by:
- Table of content. An index of the deliverable contents should be provided.
- Executive Summary or introduction. This should include a summary description of the results of the work carried out and conclusions highlighting the contribution of the results of the deliverable for the achievements of project objectives.
- Full description of the deliverable content. The deliverable body or substance should be provided containing a description of the methodology used, the work done to achieve the relevant tasks and the detailed results.
- Bibliography and References. This section should provide the following:
  - the list of the documents and other key references relevant to the deliverable;
  - Annexes/ Appendixes containing the documents that have been used or produced for the achievement of the tasks.

### 2.3.4 Internal QA procedure

As stated in Annex I – RAGE, *the SMB will establish for the project as a whole and for each WP quality criteria, and acceptable tolerances.*

It is the policy of the Consortium to use quality assurance as a management tool to ensure that quality is planned, obtained, maintained and documented in all phases and parts of the project and in all deliverables from the project. The consortium will do its utmost to identify problems as early as possible and notify the Project coordinator and the EMB so that necessary steps can be taken to minimize negative effects.

The work shall be performed by qualified personnel and in a professionally correct way. This means that:

- necessary and available input is obtained and taken into account
- relevant methods, techniques and tools are employed

<sup>2</sup> Draft versions start with 0.1 and are incremented by 0.1 for minor changes. Reviewed versions including major changes start from 1.0 etc.

- measurements, tests and analyses are performed in accordance with standards, rules, specifications and/or good practice
- interpretations and conclusions are technically sound and logically correct

RAGE Deliverables will go through the three levels of QA. These three levels are:

Level 1: Peer review among task partnership and deliverable responsible.

Level 2: Level 1, plus review by WP leader

Level 3: Level 1, plus review by designated experts and by EMB members.

### 2.3.5 Standard Deliverable Production Schedule

Action	Timing	Responsibility
1 <sup>st</sup> Draft of Deliverable	Due Date - 4 weeks	Deliverable Leader
1 <sup>st</sup> Review Comments	Due Date - 2 weeks	Reviewer / WP leader
2 <sup>nd</sup> Draft of Deliverable	Due Date - 1 weeks	Deliverable leader/Project coordinator
Final Version	Due Date - 48 hours	WP Leader and reviewers approval
Delivery to EC	Due date	Project Coordinator

As stated in Annex I – RAGE GA, the Project Coordinator, after revising that the deliverable meets the project's and EC's requirements (branding, style of cover, proper usage of English language, etc.), accepts the deliverable and arranges for it to be published. Publishing a deliverable means placing a copy in the RAGE collaboration platform, notifying other project partners and submitting it to the EC.

With respect to the EC submission, and following Art 19 of GA, *the coordinator must submit the 'deliverables' identified in Annex 1, in accordance with the timing and conditions set out in it.* The coordinator must submit them through the electronic exchange system (i.e. "My area" in the Participant Portal <https://ec.europa.eu/research/participants/portal/desktop/en/home.html> unless it is specified another way.

### 2.3.6 Document Revision Control

All documents should have in their second page the following:

Document Version Control			
Version	Date	Change Made (and if appropriate reason for change)	Initials of Commentator(s) or Author(s)

Document Change Commentator or Author		
Author Initials	Name of Author	Institution

Document Quality Control			
Version QA	Date	Comments (and if appropriate reason for change)	Initials of QA Person

### 2.3.7 Acknowledge EU support

All promotional material and public deliverables are expected to acknowledge the EU funding. They must display the EU emblem including the following text: *"This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 644187"*<sup>3</sup>.

### 2.3.8 Reports

The coordinator must submit both:

- A Periodic Report after the end of each reporting period
- A Final Report at the end of the action.

Each report shall regroup in one single report both the technical and financial reporting, composed of several parts:

- A technical report, including an explanation of work carried out, an overview of progress, a publishable summary and a questionnaire.
- A financial report including the individual financial statements, an explanation of the use of resources and the periodic summary financial statements.

Each (periodic or final) report be prepared by the coordinator and the beneficiaries of the consortium together, by filling out the forms directly in the Electronic exchange system, i.e., "My Area" in the Participant portal.

Template of periodic reports will be annexed to the documents as soon as it is available in the Portal

<sup>3</sup> Art. 29.4 RAGE Grant Agreement

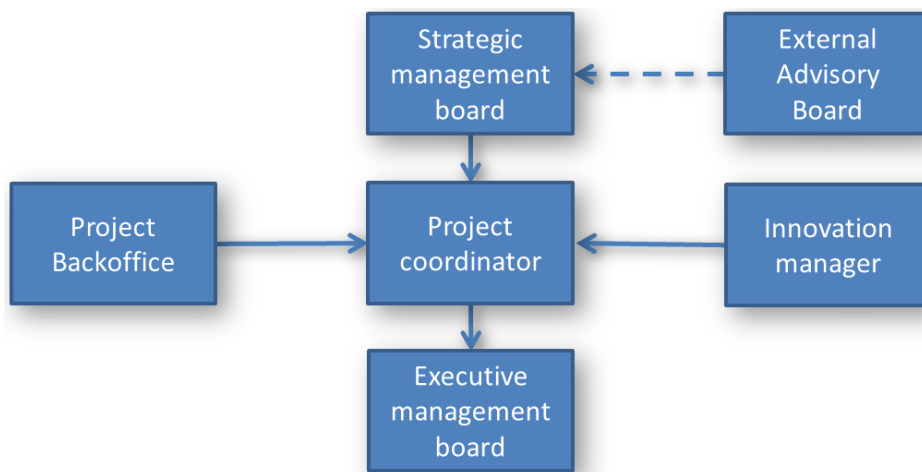
### 3 GOVERNANCE STRUCTURE AND PROCEDURES

#### 3.1 Overview

The Consortium assumes the management of the implementation plan in a collaborative team approach and according to the best practices and methods in managing complex research projects and cross-border partnerships. The RAGE management structure has been designed to link together all the project components and maintain effective communication with the Commission and within the whole team to create an effective and harmonious working partnership.

#### 3.2 Governance structure

The following organisational structure has been designed to ensure the highest level of quality in project management.



By using this structure we secured that RAGE's management includes a sufficient balance of powers, so that it will be steered and guided in a top-down fashion, while issues are raised and problems solved in a bottom-up manner. Main functions of these management structure components are summarised below.

#### 3.3 Work Team: roles and functions

This section briefly defines the roles, functions and name of people involved in the different work teams within the project.

##### Strategic management Board (SMB)

It is the responsible for the strategic guidance of the WorkPlan. It is composed by one senior representative from each of the partners, represents all the interests of the project, and has the authority to replace the Project Coordinator. It will make strategic decisions, resolve project-wide issues, agree on project modifications whenever required and generally support the Project coordinator in guiding the project to its successful completion.

SMB		
Part -ner	Member	Replacement
1	Wim Westera	Eric Kluijfhout
2	Baltasar Fernández-Manjón	Pablo Moreno Ger
3	Rui Prada	Pedro A. Santos
4	Kam Star	James Allsopp
5	Andrea Molinari	Paolo Bouquet
6	Matthias Hemmje	???
7	Paul Hollins	Dai Griffiths
8	Christina Steiner	Michael Kickmeier-Rust Dietrich Albert
9	Ruben Riestra	Sabina Guaylupo
10	Johan Jeuring	Arjan Egges, Frank Dignum,
11	Elsa Caramujo	Francisca Simões
12	Mihai Dascalu	Stefan Trausan-Matu
13	Jens Piesk	Holger Sprengel
14	Thierry Platon	Sophie-Anne Bled
15	Krassen Stefanov	Alexander Grigorov
16	Ton Remeeus	Martin van Kollenburg
17	Jeremy Cooke	Jason Lander
18	Carlos Costa	Luísa Proença
19	Olivier Lepoivre	Maureen Halbeher
20	Sarah Humphreys	Graham Towse

### Project Co-ordinator (PCo)

The OUNL team, led by Wim Westera, will be operationally responsible for the workplan and the day-to-day organisational co-ordination within the project, and will act as the liaison Between the Consortium and the EC

### Project Back-Office

Administrative and financial daily management includes the processes required to ensure that the project is completed according to the administrative requirements specified in the Grant Agreement and within the approved budget. The role is covered by Mrs Marlies Timmermans for OUNL.

### Executive Management Board (EMB)

The Executive Management Board is responsible for operational management and control. The EMB is composed of WP leaders.

WP	WP-lead	Replacement of WP lead
1	Wim Westera	Eric Kluijfhout
2	Baltasar Fernández-Manjón	Pablo Moreno Ger
3	Rui Prada	Pedro A. Santos
4	Kam Star	James Allsopp
5	Andrea Molinari	Paolo Bouquet
6	Matthias Hemmje	???
7	Paul Hollins	David Sherlock
8	Christina Steiner	Michael Kickmeier-Rust Dietrich Albert
9	Ruben Riestra	Monica Hernandez
10	Eric Kluijfhout	Wim Westera

**Innovation manager**

The innovation manager's role is to support the innovation driven research and amplify the project's impact. This role is covered by Mr. Rubén Riestra for INMARK, who is also leading WP9 (impact and dissemination).

**External Advisory Board (EAB)****WP leaders**

The WP leaders are responsible for the adequately execution of their respective WP. They will provide the WP workplan to the Project coordinator and upload it on the project collaboration platform. Same list than the EMB.

**Scientific coordination board**

The main objective of the scientific coordination board (SCB) is the stimulation and coordination of scientific output.

Partner	Member
1	Wim Westera
2	Borja Manero
7	Paul Hollins

**Communication officers /Ambassadors**

The main objective of the Communication officers/Ambassadors is the distribution and promotion the project news and outcomes through their institutional social networks.

Partner	Member
1	Wim Westera
2	Baltasar Fernández-Manjón
3	Rui Prada
4	Kam Star (Rebecca Huxley)
5	Andrea Molinari
6	???
7	David Sherlock
8	Christina Steiner
9	MonicaHernandez
10	Johan Jeuring
11	Elsa Caramujo Francisca Simões
12	Mihai Dascalu
13	Andrew Pomazanskyi
14	Thierry Platon
15	Krassen Stefanov
16	Margreet van den Heuvel
17	Jeremy Cooke
18	Berta Santos
19	Olivier Lepoivre
20	Teresa Barber

### **3.4 Progress monitoring**

Progress monitoring will be measure against the completion of tasks and according to established time schedule in the DoA<sup>4</sup>) and processes. While the Project coordinator performs continuous and periodic achievement checking to avoid eventual deviations from project objectives and time schedules, the Work Package Leaders are in charge of monitoring the work progress, tracking and ensuring the achievement of the established tasks and milestones. They also will assess factors influencing the risk of failure for the RAGE Project and propose corrective actions.

#### **3.4.1 Structure of the meeting minutes**

Purpose of this procedure is only to provide a reference framework for documenting project meetings. The procedure related preparation and organisation meetings is stated in the RAGE Consortium Agreement<sup>5</sup>.

This procedure is applicable to meetings included in the official Project Meetings Schedule especially SMB and EMB meetings.

Technical / Working meetings may be organised without specific documentation requirements.

A draft action items list will be presented at the end of the meeting to be preliminarily screened by attendees.

Official minutes with action items list will be circulated to attendees for approval via the Coordinator within two weeks after the meeting. Minutes are considered as approved if no objection is received by the Coordinator within 15 calendar days from circulation.

The approved Action Items List (with indication of follow-up responsibilities) is published on the project collaboration platform and updated as necessary by QM

Minutes of project meeting should include at least the following sections:

- Participants list
- Agenda
- Discussion topics
- Action points (what, who, when)
- Date of next meeting

#### **3.4.2 Documentation distribution and on line Collaboration Platform**

Continuous internal communication through different means (email, fax, courier, postal mail and Internet) keeps informed all partners and makes available all project documents, including not only deliverables and reports but also meetings documentation (e.g. agenda, minutes), technical documentation (e.g. papers, presentations), administrative documentation (e.g. management reports) and financial statements.

Main project documents will be placed on the RAGE collaboration platform (<https://rage.ou.nl/>). This document repository includes contractual documents, report templates, project deliverables and other documents that could be relevant for the project. When an official document (e.g. SMB/EMB meeting minutes, deliverables) is in place, the project Co-ordinator or the WP leader will send a notification by email to all project participants.

<sup>4</sup> Table 2.4 Description of Action , page 43

<sup>5</sup> C.A. Section 6.2.2 Preparation and organisation of the meetings



Item	Notification by
Deliverables	PC (Project Co-coordinator)
Intermediate products	Project members
Total Quality Management Plan	PC
Work Package Project Specifications	WP leader
Work Package Project Plans	WP leader
Periodic Progress Report & Financial Statements	PC

### **3.5 Licensing policy**

The licensing policy and related procedures will be included in a dynamic and continuously updated online RAGE Handbook in the Collaboration platform <https://rage.ou.nl>

## 4 PROJECT RISK MANAGEMENT

Within the context of a Risk Management Plan (RMP), the Consortium will identify and categorise all potential strategic risks to the successful delivery of the project. For each risk area, mechanisms for risk mitigation are identified and, in the case of risks, which are rated as highly likely to occur or as having a high impact on the successful delivery, contingency action is proposed. The RMP distinguishes between project-wide and work package risks.

Regular monitoring and updating of these two classes of risk are the responsibility of the SMB and the WP Leader respectively. The Coordinator, working closely together with each of the work package leaders, shall be responsible for ensuring that:

- Risk mitigation actions are included in project plans at the appropriate level and are monitored as part of the regular project management process.
- Risks are routinely monitored and the register maintained at project and work package levels.
- New risks are identified and added to the Risk Register as required
- Contingency plans for any high likelihood/high impact risks are current

The Risk Register created within the RMP will be available to all Consortium members on the project web site

### 4.1 Risk management strategy and management structure

The RAGE partnership is aware the External and Internal risks that may affect the project's performance. Anticipating a Risk Management Plan, a preliminary analysis allowed the identification of an initial set of early-phase risks, for which possible contingency solutions have been already formulated in Table below.

Risk description WPs	WPs Involved	Proposed risk-mitigation measures
One of the partners partly misses start-up phase because of other obligations	All WPs	We will put pressure on the partner to yet prioritise RAGE and we will insert an additional face-to-face meeting for alignment.
Key personnel not available because of illness	All WPs	Notwithstanding individual excellence most partners have teams with shared expertise. We will require a swift replacement.
Lack of consortium integration: partners revert to their own track, e.g. research, game development, business modelling	All WPs	Especially during the first year we will arrange extra face-to-face meetings and address the issue, both socially and content-wise.
Diverging technical objectives	WP1-WP4, WP6	The quality assurance procedures cover early detection at WP level and EMB level. The reporting structure allows for ultimate decision making at SMB level.
One of the partners drops out (e.g. bankruptcy, withdrawal of the project )	All WPs	We will discuss in the SMB and with the EC programme officer the options for an appropriate replacement, either inside or outside the consortium.
One of the partners underperforms	All WPs	The quality assurance procedures cover early detection at WP level and EMB level, and produce a documented file for this. The partner is demanded to intensify the work. Ultimate decision making at SMB level.

## **5 ANNEX 1 DELIVERABLES TEMPLATE**